



LETTER FROM THE CHAIRMAN & CHIEF EXECUTIVE OFFICER

INSTINCT BIO TECHNICAL COMPANY HOLDINGS INC. (Nasdaq: BIOT)

July 28, 2026



To Our Shareholders,

On July 24, 2026, our company began a new chapter as a publicly listed company on the Nasdaq Stock Market. Before anything else, I want to express my gratitude: to the shareholders who have placed their trust in us at the very beginning of our journey as a public company; to our employees, whose daily work is the true substance of this company; to our business partners and customers in Japan and abroad; and to our academic partners, including the licensor of the technology at the heart of our research. A listing is not an achievement to celebrate for its own sake. It is a responsibility we have accepted — and we thank you for giving us the opportunity to carry it.

Why Nasdaq

We are a company born in Japan that chose to list in the United States. We did so for a simple reason: we wanted to hold ourselves to the most demanding standards of transparency, governance, and accountability in the world, and we wanted access to the deepest pool of investors who understand science-driven businesses. Choosing Nasdaq was not a shortcut. It was a commitment to discipline.

Our Purpose and Our Mission

Our purpose is simple:

“We exist to bring joy, create smiles, and inspire gratitude for every person in the world.”

We believe scientific innovation achieves its greatest value only when it improves people's lives. Our mission is to turn the science of life into everyday value — honestly, safely, and for the long term. We

pursue this through two core businesses. The first is our cosmetics business, where we develop science-driven skincare products. The second is our research in regenerative medicine. One business generates revenue and trust with customers today; the other builds the foundations of long-term value. Everything we do must strengthen one of these two pillars. If an opportunity does not, we will decline it — no matter how fashionable it may appear.

How We Think About Value

You will notice that this letter says nothing about our share price, and it never will. We do not manage this company to influence short-term movements in the market. We manage it to build enterprise value: technology that is difficult to replicate, products that customers repurchase because they trust them, people who stay because the work matters, and the financial discipline to fund all of it responsibly. The share price, over time, is an outcome of enterprise value — never the goal itself. We ask to be judged on what we build, not on what the market does in any given quarter.

Our Long-Term Vision

Our long-term vision is qualitative and unambiguous: to become the company from Japan that earns the world's trust in science-based skincare, and that helps regenerative medicine move from promise to practice through rigorous, honest research. We are at an early stage, and we will say so plainly. We do not promise miracles. We promise method: careful science, transparent disclosure, and patience measured in years, not quarters.

Our Direction for the Next Three Years

Over the next three years, our priorities are focus, capability, and discipline — in that order.

First, focus. We will deepen our two core businesses rather than broaden into new ones. Depth compounds; breadth dilutes.

Second, capability. We will convert our research into durable capabilities that serve the two pillars, and we will continue to strengthen high-quality manufacturing and disciplined international expansion.

Third, discipline. We will build the infrastructure of a trustworthy public company: internal controls, disclosure practices, and board governance that meet the standards our listing demands. We will allocate capital in line with what we have disclosed, and we will report setbacks with the same speed and clarity as progress. A company that only reports good news is not being honest; we intend to be honest.

Why We Exist

Science serves Humanity.

Innovation creates Hope.

Health brings Joy.

Joy creates Smiles.

Smiles inspire Gratitude.

*Gratitude changes the World.
This is why BIOT exists.
For Humanity. For Health. For Happiness. Forever.*

A Closing Word

There is a phrase in Japanese that guides how I lead this company: nigenai — “we do not run away.” Not from difficult science, not from hard business decisions, and not from our obligations to you, our shareholders. From that phrase come the three principles that define our culture:

Never give up. Never be defeated. Never lose our conviction.

Guided by these three principles, we will not stop until we bring joy, smiles, and gratitude to every person in the world.

We are grateful that you have chosen to walk this road with us from the beginning. We will work every day to be worthy of that choice.

Sincerely,

/s/ **Tomoki Nagano**

Chairman & Chief Executive Officer

INSTINCT BIO TECHNICAL COMPANY HOLDINGS INC.

Forward-Looking Statements

This letter contains statements that constitute “forward-looking statements,” including statements regarding the Company's purpose, mission, vision, strategy, and business priorities. Forward-looking statements are based on current expectations and assumptions and are subject to known and unknown risks and uncertainties, many of which are beyond the Company's control, that could cause actual results to differ materially. These risks are described in the Company's filings with the U.S. Securities and Exchange Commission, including the risk factors set forth therein. Forward-looking statements speak only as of the date of this letter, and the Company undertakes no obligation to update them except as required by law. This letter is provided for informational purposes only and does not constitute an offer to sell or a solicitation of an offer to buy any securities.

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